STRATEGIC HUMAN CAPITAL PLAN SUMMARY

Standard[1]	Strategic Inititative	Metrics	Standard[1]	Strategic Inititative	Metrics

A. Strategic Alignment

DOL's human capital strategy is aligned with mission, goals, and organizational objectives and integrated into its strategic plans, performance plans, and budgets.

A.1 Develop and regularly update the Human Capital Strategic Plan to support DOL's business goals and strategies.

A.2 Maintain DOL-wide support for human capital initiatives through a management cross-cut budget initiative.

Metrics:
▸ FHCS #2 – Managers review/evaluate organization's progress toward meeting its goals and objectives.
▸ FHCS #5 – I know how my work relates to the agency's mission and goals.

D. Results-Oriented Performance Culture

DOL has a diverse, results-oriented, high performance workforce, and has a performance management system that effectively differentiates between high and low performance, and links individual/team/unit performance to organizational goals and desired results.

D.1 Increase diversity DOL-wide and increase specific representation in management and mission-critical occupations.

D.2 Link performance management systems to programmatic performance goals.

D.3 Improve performance management and awards programs.

Metrics:
▸ Percentage of pockets of under-representation showing improvement
▸ Diversity measures for minority groups, women, and managers
▸ Percentage of managers and employees with performance standards linked to organizational goals
▸ FHCS #36 – Our organization's awards program provides me with an incentive to do my best.
▸ FHCS #39 – I am held accountable for achieving results.

B. Workforce Planning and Deployment

DOL is citizen-centered, delayered and mission-focused, and leverages e-Government and competitive sourcing.

B.1 Complete five-year restructuring and consolidation initiatives.

B.2 Issue additional guidance to managers to help them respond to personnel changes caused by competitive sourcing and restructuring initiatives.

B.3 Enhance DOL's workforce planning and analysis capability.

B.4 Implement DOL-wide e-Government initiatives to manage human capital strategically.

Metrics:
▸ Agency Scorecard - restructuring and delayering
▸ Usage of HC dashboard
▸ Vacancy announcements with automated rating and ranking

E. Talent

DOL has closed most mission-critical skills, knowledge, and competency gaps/deficiencies, and has made meaningful progress toward closing all gaps.

E.1 Use competency models for a competency-based approach to training, recruitment and selection.

E.2 Launch an online guide for HR practitioners and supervisors.

E.3 Expand the talent pool by strategically using HR flexibilities and special hiring authorities.

Metrics:
▸ 1 and 3-year turnover rates for mission-critical occupations
▸ Number of hires through targeted hiring programs
▸ Conversion rate for SCEP
▸ Number of HR flexibilities utilized
▸ FHCS #7 – Workforce has job relevant knowledge and skills to accomplish organizational goals.
▸ FHCS #15 – My work unit is able to recruit people with the right skills.

C. Leadership and Knowledge Management

DOL leaders and managers effectively manage people, ensure continuity of leadership, and sustain a learning environment that drives continuous improvement in performance.

C.1 Maintain SES and mid-level management development and training programs based on succession planning needs.

C.2 Continue the MBA Fellows Program.

C.3 Continue the mentoring program.

C.4 Launch the "DOL Supervisor's Toolbox."

C.5 Pilot the use of exit and entrance surveys.

Metrics:
▸ Bench strength for SES and mid-level management
▸ Graduation and placement rates for employees selected for SES and MDP programs
▸ 3 year retention rate of MBA Fellows
▸ Number in mentoring programs
▸ FHCS #17 – Supervisors/team leaders in my work unit provide employee(s) with the opportunities to demonstrate their leadership skills.
▸ FHCS #20 – Leaders generate high levels of motivation and commitment in the workforce.
▸ FHCS #46 – My training needs are assessed.
▸ FHCS #67 – How satisfied are you with the training you receive?
▸ FHCS #68 – How satisfied are you with your job?

F. Accountability

DOL human capital decisions are guided by a data-driven results-oriented planning and accountability system.

F.1 Improve DOL's accountability system by using a metrics plan, accountability reviews, and methods for measuring progress.

F.2 Share best practices across DOL, working together to resolve scorecard and other issues.

F.3 Administer the Federal Human Capital Survey (FHCS).

Metrics:
▸ DOL PMA Scorecard Status and Progress Ratings
▸ Time-to-fill (dependent on e-recruit)
▸ Separations processing timeliness
▸ CPDF accuracy
▸ FTE utilization

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[1] Standard is taken from the new OPM Human Capital Standards for Success published in 2003.
[2] FHCS is the Federal Human Capital Survey of Federal employees conducted biennially by OPM.